

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
Conserving and Enhancing Biodiversity and Landscapes				
1	The landscape framework is completed and is actively supporting decision making for land and habitat managers, planning and development.	Landscape Character Assessment adopted and used as basis for framework.	Framework completed and adopted by CNPA board.	The framework is on track for 2012 completion. A programme of engagement on landscape values is underway in conjunction with the NPP and LDP engagement. The NPP/LDP consultation will engage people in parts of the framework (which help understanding of the NPP and LDP) prior to an overall public consultation in spring 2012. Wildness supplementary planning guidance has been approved by the board. A HLF landscape partnership bid is being developed to stage 1 led by the CHO.
2	The Cairngorms Biodiversity Recording System continues to be developed, increasing records in less well covered part of the Park. Contributions to data are increasing and support for recorders is in place.	At least 40,000 new records per annum Increase in range of recorders per annum.	At least 40,000 new records per annum Increase in range of recorders per annum.	The second phase contract with NESBrec has been agreed – at a reduced value to reflect reduction in funds available. This phase seeks to maintain records collation while looking to other mechanisms to carry out the engagement work – through LBAP, rangers and other partners. 31 March milestone met.
3	Support for existing projects on priority species and habitats is maintained, and new action begun. The potential for reintroduction of locally extinct species will be evaluated.	Review of potential reintroductions completed Ongoing increase in numbers of species for which positive action is underway.	First steps of reintroductions programme initiated if agreed. Ongoing increase in numbers of species for which positive action is underway.	Positive action is being maintained for key LBAP priority species including Red Squirrel, Wildcat, Water vole and a number of rare plants such as creeping lady tresses, twinflower and Small cow wheat. The programme of raptor tagging is continuing this year. A web site is available for the public to follow the tagged birds. Tagging work has also included golden eagle. Review of potential reintroductions will inform LBAP review being undertaken in 2011/12. 31 March milestone met.
4	Active community engagement in cultural heritage is supported through action on conservation	At least 10 new community cultural heritage projects	Action plan in place for continued community support	Cultural Heritage officer (CHO) has been engaged in approximately 35 projects including Crofting Connections, Heritage Paths, curriculum for excellence and Shinty heritage. Project formally ends 08/11

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
	and awareness-raising.	underway.	beyond Cultural Heritage project.	CHO will continue in post, on a 2 day per week basis, until April 2013 to develop strategy for CNPA, continued support for a number of projects and close liaison with other CH bodies. Aviemore heritage project is underway in partnership with RCAHMS which is a pilot for recording and skills development.
Integrating Public Support for Land Management				
5	There are effective networks for land managers to share good practice, advice and inform policy.	100 famers and land managers actively participating in forums.	100 famers and land managers actively participating in forums.	The fourth farmer's forum meeting of the year was held in June on the theme of young people. The second Land Management Forum meeting is scheduled for 21 st September. Attendance between both forums in excess of 100.
6	Proactive advice and training enables land managers to make the most of SRDP and other funds to help deliver the priorities of the National Park Plan.	25 training events in year delivered for land managers.	25 training events in year delivered for land managers.	Between 1 April to Oct 31 15 events were organised by the Land Based Business Training Project, targeted/ marketed at land managers. At least 15 other events organised and delivered by others were also promoted to land managers by the project. Many further courses delivered including Deer Stalking Certificate level 1 subsidised to 50% for National Park residents. CNPA supported the Highland Forestry Industry Cluster (HIFIC) meeting which took place in Aviemore on 24 May 2011. The topic was Securing Future Commercial Timber Supplies. The event was attended by 31 individuals representing companies and organisations operating within the National Park forests.
7	Mitigation and adaptation action is taken to contribute to national climate change targets through land use.	Woodfuel Action Plan launched and report on delivery.	Pilot project on land management adaptation for flood management established.	Woodfuel Action Plan was launched by Richard Lochhead MSP at the Grantown Show on 12 August and full plan published. Implementation now being taken forward by new land management officer; biomass officer for CNP (joint funded) now in place to advise on woodfuel installations and production. Whole river analysis for Spey including flood management under development through Spey catchment management group

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
Supporting Sustainable Deer Management				
8	A deer management framework will be in place guiding management to achieve a range of objectives underpinned by good habitat condition.	Deer management framework completed.	Regular habitat monitoring in place.	Deer Framework launched and distributed in May 2011. CDAG continues to meet to oversee implementation. Mapping of desired deer densities extended from Cairngorms Speyside group to cover whole NP as basis for identifying and reducing tensions between objectives.
9	There will be greater public awareness and understanding of deer management, its environmental and economic value.	At least 3 public facing events held.	At least 3 public facing events held.	CNPA subsidised a Deer Stalking certificate training course in March 2011 to encourage greater understanding interest and uptake in deer stalking. New programme of LLBT courses includes at least 3 events on deer management to support delivery of the deer framework.
Providing High Quality Opportunities for Outdoor Access				
10	Outdoor Access Authority duties are delivered effectively and efficiently and advice and support on outdoor access rights and responsibilities is promoted and upheld.	Live caseload of access issues does not exceed 40 cases.	Live caseload of access issues does not exceed 40 cases.	The current live caseload is 29 cases with 25 closed in the year to date. Locked or impassable gates continue to dominate the number of reported incidents but there are now two relating to privacy and curtilage.
11	The Core Paths Plan is adopted and 90% of the 932 Km of paths network will be "fit for purpose".	70% of network is fit for purpose.	90% of network is fit for purpose.	46% of the network is currently "fit for purpose." Work on path signs has recently been completed in Carrbridge, Boat of Garten and Nethy Bridge. New paths have been completed Dulnain Bridge, Ballater and linking Ballater to Cambus o May on the south side of the river.
12	Construction Work has commenced on Speyside Way extension and will be completed	Planning permission granted and paths agreements orders	Construction work commenced.	A Path Order has been objected to and the informal hearing will be held on 18 August. It is unlikely that a Ministerial decision will be given in time for planning permission to be secured and construction work to commence.

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
	in three year period.	in place.		
13	New Strategic Outcome: The Cairngorms Outdoor Access Trust (COAT) is delivering National Park Plan priorities within a robust 4-year business plan to 2015 and is leveraging significant external funding into the Park.	9.5 km of low ground paths upgraded Funding leverage CNPA; others is 1:3	Mountain Heritage Path Programme commenced. Funding leverage CNPA; others is 1:3	Path works completed in Cambus o May, Ballater, Dinnet, Insh, Boat of Garten, Dulnain Bridge and Kingussie totalling 10.16kms. Funding leverage in the current financial year is expected to be 1:3 but with LEADER running out of funds other sources are now being sought. The upland path training programme has recruited 8 trainees and commenced in April.
14	Half of communities in the Park have new path leaflet in line with CNP guidance.	4 Community Path Leaflets published following CNP Guidance.	8 Community Path Leaflets published following CNP Guidance.	Community path leaflets in place for Nethy Bridge, Boat of Garten Kingussie, Ballater and Carr-Bridge. Three other leaflets are in preparation: Strathdon, Tomintoul and Dulnain Bridge.
15	Health professionals are aware of the walking groups in their area and actively refer people to them.	Groups are available in 10 of 18 communities. Increasing annual participation.	Groups are available in 15 of 18 communities. Increasing annual participation.	There are 10 communities that have a health walk operating and participation levels continue to increase with 190 led walks having taken place in the quarter to 30 June. In addition there are groups operating tackling health specific issues such as alzheimer's disease, diabetes and weight management.
Making Tourism and Business More Sustainable				
16	The Park brand is recognised as a mark of quality and positive environmental management and is actively sought by businesses.	10% annual increase in number of businesses using the Park brand.	10% annual increase in number of businesses using the Park brand.	240 businesses and organisations using the brand as at July 2011. Milestones are on target but risk remains as encouraging businesses to engage in quality and environmental accreditation schemes (GTBS in particular) remains challenging. CBP marketing work should enhance wider Brand awareness and uptake. In turn, this should influence business practice. Ongoing liaison with Business Gateway and EST and potential for joint course delivery via CBP being explored.
17	Mitigation and adaptation action	Food and Drink	3 significant Phase 1	Year 1 and 2 milestones met. Food and Drink Development Plan completed

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
	being taken to contribute to national climate change targets and environmental sustainability through best business practice.	Development Plan approved and match funding for Phase 1 secured.	projects under way	and approved by CNPA Board with 3 year funding allocation. 3 year LEADER funding package also in place. Early projects (food and drink guide and producers directory, SAC sector audit) delivered and community/school development officer started 1 Apr 11. 'Grow Cairngorms' course commenced Jun 11, Local Authority procurement conference planned for Sep 11, SLE running food event in Glenlivet Sep 11.
18	The Cairngorms Business Partnership (CBP) is delivering National Park Plan priorities within a robust 3-year business plan and is leveraging significant external funding into the Park.	CBP Marketing Plan approved and membership increasing to 500 businesses.	CBP three year Business Plan approved and membership increasing to between 500 and 750 businesses.	CBP marketing strategy agreed and VS Growth Fund application approved May 11. Membership currently dipped to 200 confirmed renewals although new CBP membership criteria have streamlined the process for businesses with multiple enterprises resulting in a dip in registered members. Membership continues to increase steadily (new and repeat). Good take-up from Blair Atholl area. Big membership drive to follow on back of marketing and website work in autumn 11. Commitments from key partners (VS and HIE) to support CBP for 3 years now in place. SE supporting research projects in 11/12.
19	Opportunities for visitors to make contributions to the sustainable management of the National Park are actively promoted and well used.	System in place to improve promotion of opportunities. Value of contributions is assessed.	Value of contributions has increased.	Ad hoc system currently in place to direct potential contributors to suitable projects/activities. More time and resources required to meet the milestones. More focus in late 2011 as part of Sustainable Tourism Strategy implementation.
20	17 communities within the Park have community action plans in place in line with National Park Plan.	12 action plans agreed throughout the Park in total.	17 action plans agreed through out the Park in total.	13 actions plans (including the Grantown on Spey pilot) have been completed. Carrbridge, Nethybridge and Boat of Garten are currently under way and will be completed end 2011. Braemar potentially looking to undertake the process 2011/12
21	Through acting as lead authority,	Assessment of	Assessment of	All EU LEADER funds committed out of £2.17 budget; a further £3.1m of

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
	the Authority ensures that the Cairngorms LEADER rural development programme's investment are targeted towards LEADER's strategic outcomes of revitalising communities and a progressive rural economy and hence makes a positive contribution to the National Park Plan.	beneficiary data confirms business plan remains on track to deliver programme outputs.	beneficiary data confirms business plan remains on track to deliver programme outputs.	<p>Public, £645k Private match funding invested in the Park through the LEADER activity plus £114k of in kind contributions.</p> <p>Scottish Government will review additional funds to LAG areas at the end of 2011. Many projects in support of Park objectives supported see www.cairngorms-leader.org for full information.</p> <p>CNPA funds only of £30k remaining for projects until the end of 2011.</p>
Making Housing More Affordable and Sustainable				
22	The Authority achieves an increase in the proportion of affordable housing from relevant developments through the interaction of its planning policies and development management activities.	An increasing trend in the proportion of affordable housing arising from relevant planning approvals.	An increasing trend in the proportion of affordable housing arising from relevant planning approvals.	Local Plan adopted 29 October 2010 has policy requiring 25-40% affordable housing for all housing developments. Affordable Housing SPG was adopted by Planning Committee on 4 March 2011 and sets out details of the development appraisal toolkit and methodology for working out affordable %. Toolkit available to all via website and being administered by Aberdeenshire Council Planning Gain Service on behalf of CNPA.
23	Through proactive research and engagement with partners, the Authority identifies and promotes suitable sites for affordable housing.	Annual increase in area of land being considered as having potential for affordable housing.	Annual increase in area of land being considered as having potential for affordable housing.	Active engagement with partners is ongoing to identify suitable sites and projects for affordable housing within the context of the adopted Local Plan. Affordable Housing Officer (11 month post) started on 8 August 2011 and will work with CNPA staff, RSLs, LAs, Communities, Land Owners and Developers to help identify sites and solutions that will contribute to affordable provision in the Park.
24	The Authority helps stimulates a wider range of affordable	Support 2 Rural Housing Enablers,	Support 2 Rural Housing Enablers and	Progress is being made in identifying unsubsidised affordable housing projects in Highland, Aberdeenshire and Moray with landowners and improving the quality

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
	housing initiatives coming forward for development within the National Park.	and initiatives with private landowners/ developers at 4 sites.	initiatives with private landowners/ developers at 4 sites.	of properties and reducing fuel poverty in partnership with the Local Authorities, Rural Housing Enablers and the Scottish Land & Estates and other partners. The Affordable Housing Officer will play an important role in this work.
25	The Authority promotes improvements in the sustainable design of housing within the National Park.	Adoption and promotion of sustainable design guide. Promotion of at least one new demonstration event.	Assessment of sustainability against design guide. Promotion of at least one new demonstration event.	Sustainable Design Guide now adopted and operational. Demo project planned and included in Service improvement Plan
Raising Awareness and Understanding of the National Park				
26	A two year ranger transition programme has been delivered to consolidate the family of ranger services in the National Park.	All ranger services funded by CNPA actively use the National Park brand.	All ranger services actively use the National Park brand.	Good progress made with ranger branding of uniforms and some vehicles. Ranger Partnership Agreement for CNP to be completed in autumn 2011. Atholl Estates Ranger Service added to family of Cairngorms Rangers on 1 April 2011
27	A National Park web portal is in place and working effectively to meet customers/users needs.	CNP Web portal launched.	Web 2 functions added to CNP web portal to improve understanding of external views of the National Park.	CNPA website and web portal to be merged in August 2011.
28	Information about National Park and its special qualities is	Total of 3 ranger bases upgraded and	Total of 7 ranger bases upgraded and 6	Plans for Glen Tanar and Glen Clova nearing completion. Upgrades to Tomintoul and Crathie VIC undertaken. New interpretation and information

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
	available in key places (NNRs, visitor centres and attractions, and communities).	3 community info panels installed.	community info panels installed.	installed in Blair Atholl ranger base. Community panel installed in Blair Atholl Carr-bridge, and being produced for Glenlivet and Tomnavoulin. Funding for Phase I of Blair Atholl development to go to CNPA Board in Sept 2011.
29	Educational resources and programmes have been developed and a variety of formal and informal Park-related, outdoor learning opportunities have been delivered.	Cairngorms Outdoor Learning Network launched.	Site specific education materials launched at 2 NNRS and Outdoor learning conference held.	Good progress made with Cairngorms Learning Zone website launched and work started on NNR resource packs for Abernethy and Muir of Dinnet. 'Making the Most of National Parks' resource pack launched and distributed at six Learning Teaching Scotland outdoor learning seminars. Joint conference with LL&T held in October where LA's made commitments to Outdoor Learning.
30	Boundary expansion programme has been delivered, ensuring consistent treatment of the National Park.	A9 Marker installed and significant visitor publications/websites modified.	4 boulders and A93 marker installed.	All markers installed including station signs at Blair Atholl. New range of visitor maps for the expanded CNP produced and used in range of visitor publications. New Hill Tracks and Place Names leaflets in production.
31	State of the Park Report published to inform development of the next National Park Plan.	State of the Park update prepared for publication alongside draft NPP.	Monitoring arrangements for new NPP in place.	Good progress made so far with the collation of a set of National Park health indicators. State of the Park section of website will be established during consultation on draft NPP and updated thereafter. Monitoring arrangements for new NPP being explored through consultation.
Strategy and Communications				
32	The Authority delivers an	90% outcomes on	Outcomes achieved.	National Park Plan progress review 2010/11 prepared for publication shows

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
	effective lead role in the enabling and co-ordinated delivery of National Park Plan outcomes to 2012.	track to be achieved.		10% of outcomes have been achieved and 68% of outcomes currently on track to be achieved. Delivery teams and bilateral co-ordination continues.
33	Engage partners and stakeholders in development of the next National Park Plan 2012-17.	Draft NPP prepared ready for public consultation.	New NPP approved by Ministers.	Consultation on draft NPP 19 September to 09 December 2011.
34	Prepare and report on CNPA Corporate Plan and National Park Plan delivery.	Annual Reports published by 31 July Regular monitoring reports to Board.	Annual Reports published by 31 July Regular monitoring reports to Board.	NPP progress report and CNPA annual report for 2010/11 have been delivered. There are regular updates for staff and board on monitoring and delivery.
35	A Communications Strategy is in place emphasising raising awareness of the National Park and focusing on National Park-based communications and linkage with the communications work of partners.	Evaluation of media coverage highlights positive progress in media (public) awareness of NP.	Evaluation of media coverage highlights positive progress in media (public) awareness of NP.	Work is on-going through SEARS, ANPA and regular meetings with LLTTNPA and SNH to promote the work of NPs and to bring NPs into the communication strategy of partner organisations. CNPA comms strategy being re-developed, looking at key relationships/partners and how we can 'share our stories' with them. The strategy will also look at social media/web 2.0. New Park website launched August 2011.
36	The Authority ensures that efficient, effective collaboration is established with key partners, and that partners' actual and planned contributions are explicitly reflected in their	Evaluation of partners' plans and reports highlights positive reflection of	Evaluation of partners' plans and reports highlights positive reflection of their contribution to	In light of changed staff requirements and priorities, Management Team agreed not to formally monitor partners' organisational plans and reports.

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
	organisational plans and reports.	their contribution to the NP.	the NP.	
37	Analysis of the most effective contributions that partners in the National Park can make towards national climate change targets and a collective focus on creating a low carbon National Park.	Baseline analysis of potential for carbon savings in the National Park.	Collective priority action for low carbon NP set out in new 5 year NPP.	Partnership with SAC agreed to develop baseline analysis. Initial workshop with technical experts held March 2010, follow up workshop held February 2011. Ongoing work with SAC on baseline analysis and preparation of climate change scenarios (working with SCCIP) to inform NPP2 and LDP underway.
Planning and Development Management				
38	The Authority provides a planning service for the National Park that is proactive, efficient and effective, and that contributes to achieving the Park aims and to delivery of the National Park Plan.	Effective: % applications determined within 4 months of call-in. Efficient: no. of applications determined per FTE NPP: through other KPIs / milestones	Effective: % applications determined within 4 months of call-in. Efficient: no. of applications determined per FTE NPP: through other KPIs / milestones	Work is ongoing on improving the effectiveness of the planning service within the new structure. The Service Improvement Plan (SIP) for 2010/11 has been largely implemented, a series of Planning Service Workshops were held in March 2011 and feedback helped inform the SIP for 2011/12 approved in June 2011. The SIP for 2012/13 will be prepared in tandem with the next Operational Plan so it is ready for April 2012. Application caseload steady at around 15 active applications which is manageable. Call-in is around 10%. Electronic call in working effectively. E-planning with Loch Lomond and the Trossachs NPA has been installed and being run in tandem with existing database until teething problems ironed out. Data Support Officer in post and helping set up data collection systems to produce performance statistics.
39	Local Plan is in place and used as a basis for encouraging and	Local Plan adopted.	Local Plan policies in active use by local	Local Plan adopted October 2010.

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
	managing sustainable development in the Park.		authorities in development management.	
40	The Authority has made significant progress in the development of the Local Development Plan for the National Park.	Consultation completed on main Issues Report.	Preparation of proposed plan.	Pre consultation with key stakeholders complete. LDP scheme updated and published. Consultation on MIR programmed to begin in Sept 2011 (not March 2011). Proposed plan programmed for publication Sept 2012
41	Supplementary guides are in place including Sustainable Design Guide, Renewable Energy, Developer Contributions, Natural Heritage, Landscape and Carbon.	All Supplementary Guidance adopted	Supplementary guidance referenced in active use by local authorities in development management.	1 st phase of SPG complete, adopted and operational. 2 nd phase to be adopted 22 nd July. 3 rd phase (renewables) work from consultants complete. Awaiting internal assessment of this info to inform draft SPG.
42	Enforcement monitoring of the local plan and planning and development management process and conditions.	Reviews undertaken of 50 developments or expression of concern.	Reviews undertaken of 50 developments or expressions of concern.	Monitoring and Enforcement Officer in post Feb 2009. CNPA Enforcement Charter agreed July 2009. Charter on website and printed – April 2011. Distribution to LAs, CNPA offices and libraries April 2011. Following 62 reviews April 2010 to March 2011, process in place to achieve milestones in 2011 to 2012. First report to Planning Committee in September 2010. Second report – August 2011. Further refinement of the function is taking place within the context of re-drafting the Protocol with the 5 LAs.
43	E-Planning regime established and widely used.	E-planning system implemented.	E-planning system performing effectively.	Online Local Development Plan system hosted by LL&T, installation completed and tested and expected to be fully operational by December 2010. Online Planning Information System hosted by LL&T, Project being implemented with staff training underway. Final technical issues being addressed and full operation of system expected by Dec 2011.

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
Corporate Services				
44	Lead, co-ordinate & deliver service improvement priorities, focusing in particular on development of shared corporate services between NPAs.	Positively assessed delivery of CNPA Best Value action plan and NPA joint working plan.	Positively assessed delivery of CNPA Best Value action plan and NPA joint working plan.	Joint procurement officer in place. Joint GIS and Database officer now in post. 3 HR policies now jointly signed off (Maternity and Absence and Protection of Vulnerable People). 3 further HR policies have been reviewed and kept marginally different so as to meet unique organisational needs (Capability, Disciplinary and Grievance). 3 more policies currently being drafted and under consultation to be jointly signed off later this year (Dignity at Work, Stress). Joint working in progress with regards to delivery of wider objective of joint job evaluation scheme, and also of submitting joint pay remit for 2012.
45	Efficient and effective service provision to public and partners is supported through appropriate training and development and evidenced by appropriate independent service assessment.	Balanced scorecard KPIs shows satisfactory complaints handling.	Balanced scorecard KPIs shows satisfactory complaints handling.	All KPIs currently show satisfactory service delivery. Staff survey conducted through "Best Places to Work" highlights effective training and development systems in place. Increased level of service complaints over last 6 months to March 2011, primarily linked to planning matters and supplementary planning guidance.
46	Lead own internal organisational greening initiatives to identify and implement sustainability improvements in policies and practices.	2% to 3% annual reduction in carbon emissions from CNPA business travel.	2% to 3% annual reduction in carbon emissions from CNPA business travel.	Replacement of two pool cars in June 2010 with lower CO ₂ ratings plus purchase of electric car. Achieved reduction of over 10% CO ₂ emissions compared with 4% to 6% target in last 2 years. Latest 2010/11 figures confirm we are on track to deliver further reduction in emissions in current year. Installation of secondary glazing in Grantown and Ballater offices resulting in reduction in heating costs. Continuing to seek to progress woodfuel boiler project for Grantown building.
47	The Authority operates to budget, and meets Scottish Government efficiency	2% efficiency savings delivered.	CNPA operates to total expenditure within target range of	Efficiency savings targets exceeded in 2008/09, 2009/10 and 2010/11. Total efficiencies at end of 3 year programme in excess of £400k compared with £280k target.

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

10th Update July / August 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
	expectations.		-2% to +1% of total income.	Reduction of one pool car in March 2011 – further efficiency savings.
48	The Authority implements internal equalities action plans and, through promotion of equalities in procurement and other core systems, encourages best practice in equalities action in other organisations.	Positive overall assessment of equalities action plan implementation.	Positive overall assessment of equalities action plan implementation.	EqlAs being completed for National Park Plan 2 and Local Development Plan - involving Inclusive Cairngorms. Joint Equalities training programme with LL&TNPA for staff and Board being developed. Park for All checklists / guidance on website and promoted through CNP Brand application packs.